

ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY
INTERVIEW WITH
MRS. LOUISE ALLEN

BY - CHARLES W. CRAWFORD
TRANSCRIBER - BRENDA P. MEIER
ORAL HISTORY RESEARCH OFFICE
MEMPHIS STATE UNIVERSITY

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ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY

INTERVIEW WITH MRS. LOUISE ALLEN

JULY 13, 1970

BY CHARLES W. CRAWFORD

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ORAL HISTORY RESEARCH OFFICE

MEMPHIS STATE UNIVERSITY

ALLEN, LOUISE F.
MEMPHIS STATE UNIVERSITY
ORAL HISTORY RESEARCH OFFICE


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PLACE Knoxville, Tenn.

DATE Jul. 13, 1970

Louise F. Allen
(Interviewee) Louise F. Allen

Charles W. Crawford
(For the Mississippi Valley Archives
of the John Willard Brister Library
of Memphis State University)



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THIS IS MEMPHIS STATE UNIVERSITY'S ORAL HISTORY RESEARCH OFFICE. THIS PROJECT IS "AN ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY." THE DATE IS JULY 13, 1970. THE PLACE IS KNOXVILLE, TENNESSEE. THE INTERVIEW IS WITH MRS. LOUISE ALLEN, FORMERLY WITH THE TENNESSEE VALLEY AUTHORITY, RETIRED IN 1970. MRS. F. A. ALLEN HAS BEEN ASSOCIATED WITH THE TENNESSEE VALLEY AUTHORITY FROM THE EARLY PERIOD OF DEVELOPMENT OF TVA TO THIS YEAR. THE INTERVIEW IS BY DR. CHARLES W. CRAWFORD, DIRECTOR OF THE MEMPHIS STATE UNIVERSITY ORAL HISTORY RESEARCH OFFICE, AND WAS TRANSCRIBED BY MRS. BRENDA MEIER.

DR. CRAWFORD: Mrs. Allen, I suggest we start with some sort of outline about yourself; where you lived, what you did, and what you knew about this region before TVA. Then we'll get on to what you did with the Authority.

MRS. ALLEN: Well, of course, I lived here all my life and I was working in Dean Thackston's office at the university when I came to TVA in August of 1933. At that time there were no special assignments as far as secretaries and assistants were concerned, and division heads. We were all in one big office--engineers, the guys, and girls. Gradually assignments were made. Now I was for just a little while in what they referred to as the Stenographic Pool, and at that time a woman who was an important officer in charge of the Stenographic Pool wanted to send me to La Follette to work for an engineer. And I said, "no, I don't

MRS. ALLEN:
(Cont'd.)

want to go to La Follette. Knoxville is small enough for me." So she said, "well, if you turn down a promotion you will probably never have another opportunity," and I said, "well, you need not worry about that. I'm not really too concerned about that."

But then I was assigned to Mr. W. L. Sturdevant, who was a former Scripps Howard editor. He came here from Birmingham, but I believe I am correct in saying he was the youngest Scripps Howard editor the N. Y. World Telegram ever had. He was a real outstanding person. I worked for him until Miss Ruth McGee married Mr. Falck, and then I was called down to Mr. Morgan's office, who wanted to talk to me.

I didn't have any idea that he would like me, and I didn't really try to impress him at all. I just answered his questions, and the next day I was offered the job. Well, I didn't know what to do about it, but at that time Mr. Blandford was a co-ordinator with TVA. We first had a co-ordinator instead of a general manager. And Mr. Blandford, who we all called Jack, thought I should take it. He said (as you probably know, that was in the middle of the battle between Mr. Morgan and Mr. Lilienthal), "well at least you're a person who will tell him what you think." And I said, "well, he had better not ask me unless he expects

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1950

DEPARTMENT OF CHEMISTRY

RESEARCH REPORT

NO. 10

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MRS. ALLEN:
(Cont'd.)

me to tell him." He was an extremely interesting person to work for. He had the most versatile mind of anybody I've ever known, and as I say, the battle was going on. A number of times I would say to Mr. Morgan, "oh, my, I don't know" or "I don't believe I could tell you" and he never got angry with me. He would say, "at least you weren't in on the beginning of this, and if you knew the background, you would agree with me." Well, I would say Mr. Morgan's main weakness (now this is just my own observation and I may be wrong, and I told him the same thing) was that he thought that unless you put all your cards on the table at all times, you weren't honest. The game just isn't played like that. I made trips with him to Washington, and trips to New York--but he reached the point when he didn't trust anybody except his own, immediate office, and it was really a sad state of affairs. He was outmaneuvered, or that's the impression I got.

DR. CRAWFORD:

How was he outmaneuvered?

MRS. ALLEN:

Well, he was dealing with a very smart lawyer who, at least according to my observation, was just the opposite. He didn't put his cards on the table, (and I'm sure . . . well, I don't know) but I think there was some justification on both sides. I think they were both prima donnas to a

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MRS. ALLEN:
(Cont'd.)

large extent, and I guess, really FDR made the original mistake by dividing the duties of the Board the way he did: Lilienthal--power, Morgan--engineering, and Dr. H. A.--agriculture.

But being Chairman of the Board, you know, you just can't run all, and he couldn't be specific about his charges. He was given many opportunities by Roosevelt (I know; I saw the mail) to clear things up a bit, but I just have the feeling, Dr. Crawford, one just can't go to the President of the United States and say, "so and so is not playing fair, is doing wrong," unless you can justify it with the facts. They weren't documented, as they should have been. He was taking advice from the wrong people. One of them, and you may interview him and Mr. Morgan may have told you this in your interview with him, was Mr. Ackerman. Mr. Ackerman came to me one day and said as he came out of a Board meeting, "hereafter when you take notes for Mr. Morgan at a Board meeting, would you please put a cover sheet on it so people on either side won't read your notes?" I said, "I will not." I said, "if Mr. Morgan asks me to do that, I will, otherwise I won't." So he immediately reported me to Mr. Kahoe, who was Mr. Morgan's administrative assistant, and Mr. Kahoe told me about it, and he said to Ackerman, "is that all she said? You mean

MRS. ALLEN: she didn't scratch your eyes out?"
(Cont'd.)

DR. CRAWFORD: Do you know where Mr. Ackerman is now?

MRS. ALLEN: He's in Wisconsin, I believe Madison.

DR. CRAWFORD: I believe I have his name.

MRS. ALLEN: You see he and Ruth McGee, when she was working for Mr. Morgan, were very close friends, and I'm sure she would disagree with my analysis, but at any rate, that's the way I felt about it.

DR. CRAWFORD: What was Mr. Ackerman's position at that time?

MRS. ALLEN: Well, I really don't remember. I only know that he was on the engineering force. I don't remember his exact title. That was when Mr. C. A. Bock was Chief Engineer.

DR. CRAWFORD: Carl Bock?

MRS. ALLEN: Carl Bock and Mr. Morgan were with the Morgan Engineering Company before the days of TVA.

DR. CRAWFORD: Do you know where Carl Bock went? He's dead now, I believe.

MRS. ALLEN: Is he dead?

DR. CRAWFORD: I've heard that, but I'm not sure. Do you know anything about after he left TVA?

MRS. ALLEN: No. I, at one time, heard something about him, but I don't recall. A. E. Morgan could have told you. They were real good friends, and Mr. Bock, I believe, was a very able guy, and (from my observation--as long as I worked for Mr. Morgan) I don't think he contributed to the difficulties of the Board.

DR. CRAWFORD: I believe he was present at the very beginning, wasn't he?

MRS. ALLEN: Yes.

DR. CRAWFORD: Carl Bock was one of the people who attended the first meeting.

MRS. ALLEN: Those days in TVA were very exciting. There was just never a dull moment. Of course, TVA is not very exciting any more, but I have never found it dull.

DR. CRAWFORD: Not even through the whole period of World War II, the fifties, and so forth?

MRS. ALLEN: No, I never found it dull. There was always something interesting going on or something interesting to look forward to. Of course, I have worked in an office that has always been very busy, and that may have something to do with it. There are offices in TVA, as there are everywhere, that are not pushed so much, but we've always been busy from the time we arrived until the time we left in the afternoon. And in the early days of TVA I never got out of the office until six o'clock.

DR. CRAWFORD: That was not unusual, was it, for TVA workers at that time?

MRS. ALLEN: No, no, lots of people worked long hours. I might come in a little late. As Mr. Clapp used to say to me though: "we'd do better if we came to work at noon and worked until 9:00 P.M." (Laughter)

DR. CRAWFORD: Mrs. Allen, let me ask you about a few specific things. You, of course, worked with Gordon Clapp, and knowledge about him is lacking in this series. We are very fortunate in that nearly all of you who started with TVA in the early days were quite young, but of course, as you know, we lost some along the way. What sort of an administrator was he? What characteristics did he have?



MRS. ALLEN: Actually, I believe he was the most able administrator we ever had in TVA.

DR. CRAWFORD: What characteristics made him that way?

MRS. ALLEN: He was so honest with everybody, and so fair, and so unselfish. We had, in the early days of TVA, a labor relations man who was a marvelous person but a rough and ready guy, and who had a very colorful vocabulary. And Gordon said to me one day, "You know, Louise, he taught me all that I know about labor." He said, "I knew nothing about the labor situation. He taught me everything I know on the subject." When he died, which is often true, I think, of people in that classification, I don't think that his family had any money at all and I think that he had been very generous with all his friends. Mr. Clapp was so perturbed about his death and his family situation that he bought their car. He didn't need the car but he bought it to help out the family. I know there were people in TVA who thought Mr. Clapp was unapproachable, but it isn't true. He wanted to be positive that his personal friends in TVA did not get special favors from him, and Mrs. Clapp was the same way. Mary told me one day: "Louise, I know that the wives in Norris must think I am a complete ignoramus because they are always asking

MRS. ALLEN: me questions about this and that, and I always say,
(Cont'd.) 'I don't know, I don't know, I don't know a thing about it.'" But I thought he had an outstanding--well, he did have an outstanding record in TVA. You know, he started in Personnel and then he became the GM, and then on the Board.

DR. CRAWFORD: Was he extremely intelligent? Was he well educated for the job or was he able to learn after he came here? I know he was at the University of Chicago.

MRS. ALLEN: Well, I don't know. You see, Dr. Reeves brought him here. Have you interviewed Dr. Reeves?

DR. CRAWFORD: Yes.

MRS. ALLEN: And I don't know that he had any special training for the job other than just regular college training. I don't know that he had any special work in administration. I think he learned with the organization.

DR. CRAWFORD: Did he come at the very beginning?

MRS. ALLEN: Well, I can't remember the dates, but it was quite early because you see, Reeves wasn't here too long, and he

MRS. ALLEN: was working with Reeves when he left, so as far as his
(Cont'd.) administrative abilities were concerned, I think he learned
as he went along. I don't know what his major was in
college. But, the girl who worked for him was a good
friend of mine when he was in Personnel and she came from
Chicago too. She came from the University of Chicago,
so I got to know the Clapps well in the early days.

DR. CRAWFORD: Who was the girl who worked for him?

MRS. ALLEN: Ethel Reagan. She was Ethel Larson at the time.

DR. CRAWFORD: Is she still with TVA?

MRS. ALLEN: Yes, she's working in the retirement system now.
She married and quit work for a while, and like most of
them do, she had one child and then came back and she's
now working in the retirement system.

DR. CRAWFORD: Someone else had recommended that I interview her.
I don't remember whether it was John Ferris or Floyd
Reeves.

MRS. ALLEN: I'm sure it was Floyd Reeves because he was down
here several years ago and Ethel and I decided (Mrs.

MRS. ALLEN: Reeves was with him) to go up to the Board Room and
(Cont'd.) talk to him--I mean we listened to him. I'll bet you
didn't have any trouble getting an interview with him
because we couldn't get in a word and Mrs. Reeves didn't
either. (Laughter)

DR. CRAWFORD: He's just barely retired; I think this year is his
first full year of retirement.

MRS. ALLEN: Well, I gathered when we talked to him, Dr. Crawford,
that while he had an office at Michigan that he was
not really working full time.

DR. CRAWFORD: Well, let me get an outline of your work with TVA
before we get more details, Mrs. Allen. You worked first
very briefly in the secretarial pool, didn't you, and
then you went to Mr. Morgan?

MRS. ALLEN: No, then I went to Mr. Sturdevant. It was from
Sturdevant to Morgan.

DR. CRAWFORD: When did you make the change?

MRS. ALLEN: Oh, I thought you'd ask me dates and I can't remember
dates at all, but it must have been in 1936 or 1937,
probably 1937.

DR. CRAWFORD: It was when Jack Blandford was co-ordinator?

MRS. ALLEN: Yes, when he was co-ordinator. And then I did not stay with Dr. Morgan. I saw the handwriting on the wall. It was easy to see, and Mr. Sturdevant wanted me to come back to the Information Office, so two or three months after that Mr. Morgan was gone, but then I came back to my old job in the Information Office. When I was working for Mr. Morgan I did just what I did really in the Information Office. We had three girls who worked down there. I opened the mail and determined what to do with it and how to handle it, and whether a staff member should prepare the reply or whether it should go to Mr. Morgan, and what mail he should see before it went out. Actually that's in effect just what I did in the Information Office.

DR. CRAWFORD: Let's see, at the time when you returned to the Information Office, you remained there until your retirement, didn't you?

MRS. ALLEN: Yes.

DR. CRAWFORD: First under Sturdevant and then under Evans?

MRS. ALLEN: Yes.

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DR. CRAWFORD: When did the change take place? Do you remember the approximate date?

MRS. ALLEN: No.

DR. CRAWFORD: It would have been about the middle fifties?

MRS. ALLEN: Yes, probably. See, Mr. Sturdevant was quite ill when Mr. Evans was brought in and it was obvious Mr. Sturdevant wasn't going to make it, and Mr. Evans was brought in as Assistant Director of Information. Then after Mr. Sturdevant was terminated Mr. Evans was made Director of Information. And that's where I've been all these years.

DR. CRAWFORD: Well, it's been the central part of it. In your work with (to get to this part first) the stenographic or secretarial pool, how long did this period last when things were handled from the pool?

MRS. ALLEN: Well, of course, I don't know. I think I was in there a couple of months, but gradually we got better organization, and we always had the pool for overflow work, and we still have it, incidentally, for overflow work. We call it now the Reproduction Unit. But then

MRS. ALLEN: if you needed a replacement for an employee who was on
(Cont'd.) leave you called them and they would send somebody to you for the period that you needed them, so actually what was once the Stenographic Pool is now called the Reproduction Unit, but they do office releases and they do pamphlet material. We have a unit here and the main unit is in Chattanooga and they take care of overflow work from offices.

DR. CRAWFORD: Did you find this much different from your work at the University of Tennessee?

MRS. ALLEN: Yes.

DR. CRAWFORD: What sort of organization, what sort of activity, did you find when you first came? It was a very early date. Was there a central location in August '33 when you arrived? Had the New Sprankle Building been acquired yet?

MRS. ALLEN: Well, as I said earlier, we had just one, great big room in the New Sprankle Building, and in those days I knew nothing of leasing arrangements, and of course, I don't know whether the building was leased or not, but I know that I was in a room upstairs with some of the

MRS. ALLEN: engineers including Mr. Sayford from Chattanooga, who
(Cont'd.) used to come back frequently and ask me didn't I want to
come to work for him in Chattanooga. We were all grouped
up on that one floor and then gradually the various
offices employed additional people and divisions were set
up. To begin with Mr. Sturdevant and I were the only
people in the Information Office.

DR. CRAWFORD: Do you know how he was recruited? Who knew Mr.
Sturdevant and brought him here?

MRS. ALLEN: I really do not. You see, he was with the Birmingham
Post at the time and my assumption is he just applied for
the job and got it, but I really don't know. He had been
with, I think it was, the N. Y. World Telegram, and then
the Birmingham Post. Now Mr. Sturdevant, as I understand
it and I'm sure I'm right, at the time of the crash of
the stock market was a wealthy man. He did manage to
hold on to his stocks and that's why, even then, although
I don't know about salaries at that time, but I suppose even
editors of newspapers were not earning very much. I
suppose he got interested because of his knowledge of
the Muscle Shoals area. You see, he had lived on Sand
Mountain in Birmingham for years. In fact, he had a home
there that he kept for a long time after he came to TVA.

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MRS. ALLEN: But whatever prompted his applying, unless it was interest
(Cont'd.) in the Muscle Shoals area, I don't know.

DR. CRAWFORD: When TVA developed in the early days you saw a lot
of people coming here from outside. What effect did they
have on the city of Knoxville?

MRS. ALLEN: Well, I think they put a little pep into the city
of Knoxville, all around--into the business community
in particular. In the early days of TVA we had some
extremely live wires and interesting people and they
were people who were accustomed to all sorts of activities
and they didn't come here just to sit--they came to get
involved, and they did.

DR. CRAWFORD: How did conditions change as a result of their being
here?

MRS. ALLEN: Well, I think the change was gradual, but as more
and more people were employed in TVA--I can remember,
Dr. Crawford, when they lined up in front of the building
downstairs, waiting for interviews in this building before
we had the regular employment office staffed and set up.
I had a friend, Ray Crittenden, who did some of the
interviewing. And as more people became employed--more of



MRS. ALLEN: the local citizens--well they started to be impressed with
(Cont'd.) the activities. I know there were many area people without
work.

DR. CRAWFORD: Have you lived in this area all of your life?

MRS. ALLEN: All my life. At that time my mother and I lived in
an apartment in West Knoxville--before I was married.

DR. CRAWFORD: You've seen things in this section for a long time.
What effect do you believe TVA has had on this area?

MRS. ALLEN: Well, that's a big question. It's had an effect
in so many ways. It's made the whole area--the whole
Tennessee Valley--more prosperous and more progressive,
more cognizant I guess of what's going on in the whole
area. There is one thing I will say for Mr. Sturdevant:
I liked him a lot (some people thought him difficult).
He said that his job with TVA was to tell the people
of the Tennessee Valley what TVA was doing, not to
publicize individuals with TVA. Now, that to me was a
darn good system. We prepared press releases for the
Valley newspapers to keep the public informed of what
TVA was doing and what they planned to do. Mr. Lilienthal,
I think, made the statement once that Barret Shelton said

MRS. ALLEN: that people in his area--Barret Shelton was with the
(Cont'd.) Decatur Daily . . .

DR. CRAWFORD: Yes, I talked with him a few weeks ago.

MRS. ALLEN: . . . you know, sort of resented TVA. They thought outsiders were coming in to tell them what to do. Well, Mr. Lilienthal put them straight on that--that they were to do what was to be done, with TVA's help and advice, if needed. So I think it was just that way all over the Valley. We had employment problems all over; we had a hard time, for instance, keeping workmen on some of the projects, particularly Fontana which was an isolated area. And Mr. Blee, who didn't have much understanding of the recreation needs of people, was replaced by Mr. Schlemer at Fontana who would promote a dance for the employees and bring in some films to show, then the job went along just fine. But, after all, you know some of the areas we went into were pretty isolated--not much going on. That's why I said I wouldn't work at La Follette! (Laughter) Not for me. No, I think the change was gradual and I think it took time for TVA to be accepted, but by and large I think we were accepted.

DR. CRAWFORD: Well, you saw some criticism of TVA in the early period. Do you know why people were critical then, in this region?

MRS. ALLEN: Yes. I think by and large they thought that somebody was going to come in to give them orders.

DR. CRAWFORD: Well, you've gotten quite an education in the Public Information Office. How were the relations with newspapers? Did you have difficulty with any of them?

MRS. ALLEN: We had problems, I'd say. In the early days, you know, we had problems with the Knoxville Journal, but by and large I think we had pretty good relations with all the newspapers in the Valley. There again, Dr. Crawford, they were eager for news. I can't think of very many editors that Mr. Sturdevant didn't get along with, and of course, that comes with having been a newspaperman himself. He knew how to talk to them and he was a very shrewd guy, too. He could handle those who didn't agree with him.

DR. CRAWFORD: Well, you certainly get along with them well today. I get the weekly news bulletin from the Public Information Office. From the release dates--I notice that you read this same news in Memphis papers, Alabama papers, Nashville papers and many others. Many papers in the region depend a lot of your press releases.

MRS. ALLEN: They do, and they scream every once in a while--one of them does--if they think another newspaper got a break on a release, but we have tried as far back as I can remember to, as nearly as possible, not favor any particular paper--a.m. or p.m.

DR. CRAWFORD: Can you recollect something about the kind of person Mr. Arthur Morgan was? By all counts, he is a very unusual person. What impressed you about him when you went to work for him?

MRS. ALLEN: He had many, many interests. He contributed to many, many causes, and I told him one day, I said, "Mr. Morgan, if you don't quit giving money away, I'm going to stop showing you these letters." And he said, "Oh, no. They are all worthwhile causes." And do you know, in the early days of TVA that they bought food for the people in the Norris Reservoir? They bought oatmeal by the barrel and distributed it there.

DR. CRAWFORD: Was he a very generous person, then?

MRS. ALLEN: That's right, he was extremely generous, and I don't imagine Mr. Morgan ever accumulated that much money, although I don't know. He had a home in Florida, and

MRS. ALLEN:
(Cont'd.)

of course he had the home in Yellow Springs, and while he was with TVA he bought a few acres over in North Carolina. And I said, "Mr. Morgan, why did you buy property in North Carolina? You've got two homes that you can't spend any time in. In effect, you've really got three homes--you've got Florida and Yellow Springs and Norris." He said, "if I told you why, you'd say I was a sentimentalist," and I said, "well, I'll probably say it anyhow. You might as well tell me." He said, "it has the most charming little brook running through the property. I just couldn't resist it." Now I'm not sure, he may still have that land, but I don't think he ever built a home in North Carolina. He knew a man in North Carolina who was editor of a little weekly paper over there; it was the Spruce Pine News, I think, and how he ever knew him I don't know. Mrs. Morgan was a Quaker. I don't think Mr. Morgan was anything; he's just like the rest of us. That's the first time I ever knew anything about Quakers. She was also a vegetarian.

MRS. ALLEN:

Well, when I went on trips with them, when she went along, (say we would go to Washington. We used to go up on the Tennessean.) she would take her food in a paper bag, but when he went along with me, we went in the diner. And I told him one day, "you eat everything on the menu." And

MRS. ALLEN: one time when we were in Washington he said to me--she
(Cont'd.) was with him--"well, Louise, she's not speaking to me
today." And I said, "she isn't? What's wrong?" He said,
"you know the dinner we went to last night at the Secretary
of Commerce's home? They served wine with the dinner
and I drank it." She was a very interesting sort of
person, very unpopular at Norris, I think, but I didn't
dislike her. She gave me several lectures, which didn't
bother me at all--gave me a lecture on using make-up and
wearing high-heel shoes and well, she tried to get my
support for outlawing beer at Norris. And I said, "well,
Mrs. Morgan, I don't think beer is an issue anyplace--
Norris, or any other place." She wanted Mr. Morgan to
bring that up at the Board meeting and he wouldn't do it.

DR. CRAWFORD: At TVA?

MRS. ALLEN: Yes, and he wouldn't do it. I had the feeling that
she was a patronizing individual; he was not. But I had
the feeling that she felt superior. Now, in Norris--when
they were building houses at Norris--she tried to influence
the architects and the people who made the plans for the
houses, but he didn't.

This was always one of my funniest experiences with



MRS. ALLEN:
(Cont'd.)

him. We had a geologist by the name of Eckl who worked for TVA, and I think he was at that time probably the outstanding geologist in the country; he was not a young man, and I could always tell when he had had a beer because he would come in the office and call me "dearie." One day he came over and he was chucking me under the chin and calling me "dearie" and I knew that he had had a beer or two, so I went in and I said, "Mr. Morgan, Mr. Eckl is out there and I'm pretty sure he has had a drink. He feels so good," and I said, "you are not to lecture him." And he didn't say anything; he never answered, but when he came back from lunch he stood in front of my desk and said, "everything went off all right, Louise. Everything's all right." So I never got chucked under the chin again. And another time (he liked Major Eckl; well, everybody liked him) Major Eckl called up (he had a luncheon engagement with Mr. Morgan) and said, "Louise, tell him that I've got on my fresh, especially laundered, white, linen suit and a shower has come up outside. Ask him if we can wait fifteen minutes," and Mr. Morgan said, "Louise, call him and tell him I said if, for once, he is dry within, I'll wait for him." Now, you see, people who didn't know Mr. Morgan really would never see that side of him, but he was really a delightful person.

MRS. ALLEN:
(Cont'd.)

He wanted me to go to Florida with them. I had no idea of going to Florida while I was under Mrs. Morgan's supervision. And I said, Oh, Dr. Morgan, I don't think I can go." He said, "well, why, what's your reason?" And I said, "you know, really, I'm kind of afraid to drive with you." He said, "Louise, I never have had a wreck." I said, "I know, but you won't have but one because when you do that'll be it." So, I didn't go and I sent one of the girls in the office, and I felt so mean about it because she was pretty handicapped down there. It wouldn't have been with just Dr. Morgan--I mean I could have gotten along fine with him but she just had ideas that a young person just couldn't go along with.

DR. CRAWFORD: Were most of the causes they contributed to Quaker causes?

MRS. ALLEN: Oh, no, no--any worthwhile cause--he contributed. He was a most generous man.

DR. CRAWFORD: And he had a lot of appeals, I suppose.

MRS. ALLEN: Oh, well I told him; I said, "you know, Mr. Morgan, you can go so far on this and then you're on the sucker list, and I just think you've about reached the sucker

MRS. ALLEN: list." And he said, "you just don't understand, Louise.
(Cont'd.) They all just need help."

DR. CRAWFORD: What was so unusual about his mind?

MRS. ALLEN: Well, the fact that he had knowledge of so many subjects. I mean a real knowledge of so many subjects. He was not just an engineer. Everybody associates him with engineering and he was an outstanding engineer, but he was well read--almost on any subject. He told me one time that (he never graduated from college; in fact, he never went to college, and I think that is an interesting thing about him): "the only handicap I have ever had was higher mathematics. It's the only thing that I feel that I have ever missed." Now, that's pretty incredible of somebody that has been a college president and had been head of an engineering firm, and then Chairman of the Board of TVA.

DR. CRAWFORD: He was self-educated, but extremely well-educated it would seem.

MRS. ALLEN: But extremely well-educated; that's right.

DR. CRAWFORD: Why were people somewhat afraid of him?

MRS. ALLEN: He in effect was a shy person, but if you didn't know him you might think he was unfriendly. It wasn't any trouble for me to know him; I had no difficulty at all with him from the first time I walked in the office, but people approached him with awe. Maybe that was his fault if he didn't make friends as easily as he should have with the rank and file.

DR. CRAWFORD: Well, he was a famous person before he came to TVA.

MRS. ALLEN: But he wouldn't think of himself as being famous-- I mean he wouldn't have the idea that he was a famous person at all. He used to write his speeches on the train and I kept telling him that if a speech was worth making, it was worth preparing in advance and he shouldn't wait until the last minute to write a speech on the train. But do you know, they always turned out to be marvelous speeches?

DR. CRAWFORD: Perhaps he had been thinking about them in advance.

MRS. ALLEN: He had been thinking about them--that's right. I mean when he got one of those big old yellow pads, you know, and started doing his speech, he pretty much knew what he was going to say. Of course, I was in Washington

MRS. ALLEN: with him when he gave to the New York Times that statement.
(Cont'd.)

DR. CRAWFORD: What statement was this?

MRS. ALLEN: Well, it was the beginning of the controversy made public; he gave to the New York Times a power policy statement. I was not involved in the mechanics of helping to get it ready. He knew I didn't think it was right for him to do that.

DR. CRAWFORD: Did you think it would cause trouble?

MRS. ALLEN: Well I knew it would, obviously. In the first place, he should not have been issuing statements to the newspapers as Chairman of the Board. If he had statements to issue on TVA policy it should have been done through the Information Office.

DR. CRAWFORD: Well, didn't other Board members release their own to the Chattanooga papers and others?

MRS. ALLEN: If they did, I don't know about it. I thought they were released through us. Now, other people may have told you different, but I don't know it if they did.

DR. CRAWFORD: I believe that Mr. Morgan felt that others were making their own releases.

MRS. ALLEN: Well, there again, Dr. Crawford, that was a part of his problem--that he even reached the point that he didn't trust Mr. Sturdevant, and I just knew that that was not good. I don't know--I mean specifically I know Dr. H. A. Morgan did not release anything. Now Mr. Lilienthal may have talked to some of the papers, but if he released formal statements either to the Times in Chattanooga or the Free Press, I certainly did not know about it.

DR. CRAWFORD: Was Mr. Morgan outmaneuvered in Washington by friends of Mr. Lilienthal?

MRS. ALLEN: Well I think he was probably outmaneuvered by the Washington office. I don't know that it was Mr. Lilienthal's fault. Mr. Lilienthal is the one that brought Miss Owen here, and I personally don't know that she was responsible for it, but I do know that when I went to work for Mr. Morgan we did not work through the Washington office.

DR. CRAWFORD: Did he not trust the Washington office?

MRS. ALLEN: That was my impression because we worked in the hotel and whether it was because Mr. Lilienthal was responsible for Miss Owen's employment or whether he had reason to believe that Miss Owen was not being fair, I don't know.

DR. CRAWFORD: Do you feel that part of Mr. Morgan's disadvantage was that of being an engineer competing with a lawyer?

MRS. ALLEN: No, I think it was more the individuals. And as I say, when the disagreements started I was not working in his office. I think it was a personality clash as much as anything.

DR. CRAWFORD: It's difficult, I suppose, for two people with such strong personalities to work together.

MRS. ALLEN: Yes, and Mr. Lilienthal--I don't berate him at all, Dr. Crawford--was a very able lawyer and I'm sure made a big contribution to TVA.

DR. CRAWFORD: And Mr. Morgan never talked much about himself, did he--at least until too late?

MRS. ALLEN: No, that's right. It was just too late. But, you know, one can't go to the President of the United States

MRS. ALLEN: and say, "somebody is not playing fair and I'm being
(Cont'd.) double-crossed," unless you can document your charges,
which he didn't. And I don't think FDR could do any-
thing else.

DR. CRAWFORD: He had no choice, I believe, confronted with the
evidence. How did Mr. Morgan get along with supporters
as times became more difficult for him in TVA? Did his
friends stand by him well or did they tend to leave him?

MRS. ALLEN: No, I think his friends stood by him. Of all
things, he turned against Mr. Clapp for absolutely no
reason whatsoever, and I was in Washington with him
once and we were all in the Lee house and I ran into
Gordon downstairs and he said, "Louise, did you see
that note Mr. Morgan put in my mailbox?" And I said,
"no, I didn't know he put a note in your mailbox," and
he said, "I didn't think you did." So I don't know
what the note concerned. But to me, he got this
persecution complex that everybody was turning against
him, and I don't think it was true. But I just don't
think you can operate if you feel that way. I don't
see how you can.

DR. CRAWFORD: Well, some people turned against him, of course,
so he perhaps felt that many more did. One study of



DR. CRAWFORD: this controversy suggests that Dr. Arthur Morgan had
(Cont'd.) emotional illness or a breakdown toward the time of
the trouble with the President. Do you think there is
any reason to suspect that?

MRS. ALLEN: Oh, I don't think he had an emotional breakdown.
I think he was worn out and tired and felt that he had
kind of lost the battle and didn't know which way to
turn, and I know that he went home and stayed for a
while, but I don't think he had an emotional breakdown.

DR. CRAWFORD: He was a man of a great deal of principle, wasn't
he?

MRS. ALLEN: He certainly was.

DR. CRAWFORD: Why was he able to do as much as he did? He was
a very successful administrator; he seems to have been
a genius at a lot of things.

MRS. ALLEN: Well, I don't know, Dr. Crawford. Dr. Morgan worked
night and day. I discovered when I would go with him on
these appointments he had in Washington and New York, if
I didn't figure out something to do for the evening I'd
be working all evening.

DR. CRAWFORD: Because he did?

MRS. ALLEN: Because he did. I mean he would work until eleven o'clock. I don't know where he got all his energy. I really don't. I soon learned that I just started calling up his friends in Washington and say, "Dr. Morgan is in town and he would probably like to see you. Do you have some free time?" And he was always willing, and I know one trip we made--we went to New York--and I said, "oh, I've just got to see Helen Hayes, so why don't we go to the theatre tonight?" That suited him all right, but if you didn't have something planned, you worked. His energy was terrific. Of course, he wasn't so old then, you know. I never think of Dr. Morgan as being young, but he really wasn't so old then, thirty years ago. How old is he?

DR. CRAWFORD: At the time TVA started he would have been . . . he was born in '78, so he was in his fifties then--he was fairly young--fifty-five perhaps.

MRS. ALLEN: Now that isn't old.

DR. CRAWFORD: No.

MRS. ALLEN: But he certainly had a great capacity for work.

DR. CRAWFORD: Did he work effectively? Was he able to delegate authority? I know he had a brilliant mind. Did he do his own writing, his own composing?

MRS. ALLEN: He did his own. And he wrote, and he wrote well. He had the right word in the right place all the time. At least, I thought so. He had a marvelous vocabulary. Now, there were times that he would send in a speech to the Information Office that needed some editing, but it would be something that he wrote out hurriedly that needed a little smoothing out. But when he had time, he could write; he really could.

DR. CRAWFORD: Were there any people he relied on particularly for help in creative things--speech writing or making decisions?

MRS. ALLEN: Well, he did rely on Mr. Kahoe.

DR. CRAWFORD: What was his full name?

MRS. ALLEN: Walter. He's with some publishing house in Philadelphia. Did he not mention Walter Kahoe to you?

DR. CRAWFORD: I think I do remember.

MRS. ALLEN: Yes, and, of course, I think unfortunately, he relied on Mr. Ackerman too. And sometime I think you ought to talk to him.

DR. CRAWFORD: He is on the list.

MRS. ALLEN: Is he on the list--Adolph Ackerman?

DR. CRAWFORD: I'm sure that he is.

MRS. ALLEN: I think I can get his address for you. I think he's in Madison.

DR. CRAWFORD: I would like to have it, but I believe I have some sort of note, probably with that address.

MRS. ALLEN: If you don't, I can get it from Harry Wiersema.

DR. CRAWFORD: How do you spell his last name?

MRS. ALLEN: A-c-k-e-r-m-a-n, Ackerman. He's the one who told me to put the cover sheets on the notes I took. And I think he relied on Mr. Bock quite a lot, but Mr. Bock

MRS. ALLEN: did not contribute to the trouble, I'm sure of that. In
(Cont'd.) fact, you know I told you he said that his one deficiency was higher mathematics, and he said in the Morgan Engineering Company, he always relied on Mr. Bock for the mathematics that he couldn't quite grasp or quite figure out. I'm so sorry you didn't get to see Roland Wank. Let's see now, you've seen John Oliver, didn't you?

DR. CRAWFORD: Yes.

MRS. ALLEN: And you've seen Paul Ager and you've seen Walt Seymour and you've seen Mr. Lilienthal. I'm glad to get the good report on Mr. Ager.

DR. CRAWFORD: Yes, he seems to be doing extremely well. I'm also to see Carl Richey in California.

MRS. ALLEN: Really?

DR. CRAWFORD: When I go up there next fall.

MRS. ALLEN: I doubt if he can contribute much, but it might be interesting. He was early in the department, too, you know?

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The first part of the paper discusses the importance of the study and the objectives of the research. It also outlines the methodology used in the study and the results obtained. The second part of the paper discusses the implications of the study and the conclusions drawn from the research. The third part of the paper discusses the limitations of the study and the areas for future research.

The study was conducted in a laboratory setting and the results were compared with those obtained from field studies. The study found that the results of the laboratory studies were in good agreement with those obtained from field studies. The study also found that the results of the laboratory studies were in good agreement with those obtained from field studies.

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DR. CRAWFORD: Let's see, someone else went to California, too--
Art Jandry. I'm very sorry to miss him.

MRS. ALLEN: He's dead. He was such a nice person. Now he would
have been a marvelous person for you to interview. Did
anybody ever mention to you a Reynolds that worked in the
GM's office?

DR. CRAWFORD: I may have his name in the file. Where is he now?

MRS. ALLEN: I don't know. That's why I wondered if anybody
had mentioned him to you.

DR. CRAWFORD: Well, let's sum up a few things--anything that you
want to recollect for the record that would be of interest
to people who write books or articles on it later, Mrs.
Allen.

MRS. ALLEN: Well, I'm just trying to think. I think we had an
interesting legal department. Have you ever talked to
John Lord O'Brian?

DR. CRAWFORD: Yes, and to Joe Swidler, Charlie McCarthy and Bill
Fitts.

MRS. ALLEN: Joe, Charlie, and Bill Fitts. Is he still with the broadcasting company--Bill?

DR. CRAWFORD: He has just left the broadcasting company and gone to work for, I believe, some maintenance company, because the last letter had a different letterhead.

MRS. ALLEN: Oh, I see. I was trying to think of somebody else. It's too bad you didn't ever get to talk to James Lawrence Fly. He died too. He was our Chief Counsel who was a very interesting and able person.

DR. CRAWFORD: I hope to hear some more about that by talking with Bill Sutherland sometime around October.

MRS. ALLEN: Yes, well you've added a lot to your list. At each place you go you pick up one more?

DR. CRAWFORD: Yes, they usually turn up as you go along. There's nothing scheduled about it--some places I learn of several people; many places I don't have anyone.

MRS. ALLEN: Yes. I think it might be interesting, Dr. Crawford, to talk to some of the newspapermen about it.

DR. CRAWFORD: I talked to Louis Eckl in Florence and Barret Shelton, and I want to get to Nashville, Paducah and Memphis and talk with some newspaperman there. Paul Evans recommended several.

MRS. ALLEN: Yes. Well, good. I was just thinking you can get probably a good running story, particularly from people like Barret Shelton and Louis Eckl who have been around forever, and then you could talk to somebody on the Tennessean.

DR. CRAWFORD: Nat Caldwell is one I want to talk to there.

MRS. ALLEN: Nat at one time--I would say--was a real crusading reporter. We had a lot of respect for him and liked him. In the last few years--I don't know, we haven't had too much contact with him. Turn it off so I can finish telling you. (Pause) I'll give it some thought and if I can think of anything else that might give you a good story, I'll let you know when you send me that to edit.

DR. CRAWFORD: Fine, we could go over any of this any other time, and I would appreciate those addresses.

MRS. ALLEN: Yes, I'll get them for you.

DR. CRAWFORD: Thank you very much.



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